



Portman Holdings

City of Durham RFQ – 505 W. Chapel Hill Street Disposition Response

SUBMISSION: NOVEMBER 9, 2021



CITY OF
DURHAM



**PORTMAN
HOLDINGS**

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SECTION 1: COVER LETTER

November 9, 2021

Attention: Stacey Poston
Assistant Director, Project Delivery & Sustainability
General Services Department, City of Durham
2011 Fay Street Durham, NC 27704



To the City of Durham:

Special places do not often come about by pure luck and happenstance or solely through imagination. They almost exclusively appear through careful planning, coordination, and hard work on the part of hundreds, if not thousands, of individuals practicing a variety of trades to construct projects that enhance the fabric of the communities in which they sit. The City of Durham is fortunate to have the opportunity to help create its next great place on the southwestern edge of its beloved Downtown. On behalf of Portman Holdings and Portman Residential, we invite the City of Durham to review our enclosed qualifications to lead the planning, coordination, and delivery of the development of the 505 W. Chapel Hill St. opportunity.

Portman has built a history of working alongside municipal entities and public bodies to deliver iconic properties in markets across the globe. Our project team ensures careful consideration is given to the design and delivery of each aspect of our projects, so that they reflect internationally recognized design that responds to local influences and needs. Developments like Peachtree Center in Atlanta, Embarcadero Center in San Francisco, Shanghai Centre in Shanghai, and CODA in Midtown Atlanta all required close coordination with public bodies resulting in projects of international acclaim and success. Our approach to 505 W. Chapel Hill St. would seek to utilize the lessons learned across these and other projects to create a community that both meets the project goals outlined by the City of Durham and further builds upon the City's reputation as a great place to live, work, and recreate.

The Portman team believes that the opportunity presented will allow for the creation of a distinctive complex that will house hundreds of residents and workers while welcoming visitors daily, both from the local area and beyond. Our team adeptly reaches complex solutions to enable projects that define the cities in which they stand. Our desire to deliver such a project in Durham's Downtown reflects the ethos and words of our firm's founder, John Portman, Jr., to "create an environment that is more beneficial to people, more rewarding, more pleasant to experience." We stand confident in our ability to execute along this vision at this special site in Durham.

The Respondent to this RFQ is Portman Holdings, LLC ("Portman"). Portman, in close coordination with its affiliate Portman Residential, LLC, will serve as Master Developer and maintain overall responsibility for the execution of the development opportunity, including planning, design, construction, and management. Portman Holdings would additionally have day-to-day management control of the non-residential commercial aspects of the master plan, including, but not limited to, office, hospitality, and some retail uses. Portman, acting through its affiliate Portman Residential, would have day-to-day management control of the residential aspects of the masterplan, including, but not limited to, mixed-income and affordable housing assets, plus any retail or other uses included in the residentially focused structures.

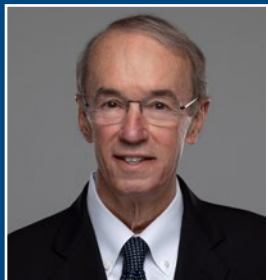
For over sixty years, Portman has sought and developed transformative projects in partnership with communities across the globe. We hope to continue that tradition in forging a partnership with the City of Durham to deliver what can become one of the City's great urban developments. We look forward to your review of our enclosed qualifications and eagerly await future discussion regarding our desire to serve as the City's development partner for this exceptional opportunity.

Sincerely,

Ambrish Baisiwal
Chairman & CEO
Portman Holdings, LLC

Harvey Wadsworth
Managing Director
Portman Residential

CONTACT INFORMATION



Hunter Richardson

Executive Vice President, Development
hrichardson@portmanholdings.com
404.614.5341

Portman Holdings

303 Peachtree Center Ave.
Suite 575
Atlanta, GA 30303



An aerial photograph of a city street intersection, likely in Durham, North Carolina, showing a multi-lane road, surrounding buildings, and greenery. The image is overlaid with a semi-transparent blue filter. A small horizontal bar with red, orange, and yellow segments is located at the top left corner.

SECTION 2

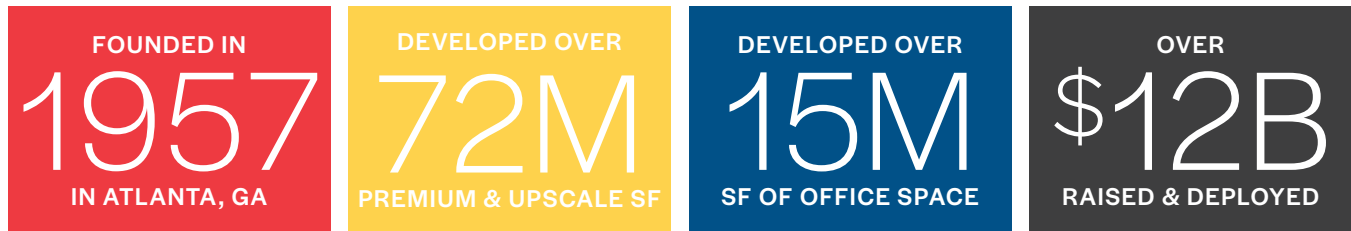
Development Firm Qualifications



Coda at Tech Square



PORTMAN HOLDINGS



Throughout the past 63 years, Portman Holdings has raised and deployed over \$12 billion and developed over 72 million square feet of premium real estate. John C. Portman, Jr. pioneered the concept of architect as developer when he began the development of the first wholesale trade mart in Atlanta in 1957. Since its opening in 1961, that trade mart has grown to over seven million square feet and the firm has grown into a fully-integrated development practice that has developed hotels, retail space, apartments, and office buildings around the world.

It is well acknowledged that Portman Holdings' transformative projects in Atlanta during the 1960s and 1970s led to the revival of downtown Atlanta. These projects reversed the trend of people and businesses fleeing downtown for the suburbs. Later, the firm worked with the San Francisco Redevelopment Authority to reimagine a brownfield redevelopment project the agency lead, resulting in the immensely successful Embarcadero Center. Portman Holdings was then selected by New York City leadership in the 1970s to spearhead the redevelopment of the perpetually derelict Times Square. The firm worked with local leadership for nearly 13 years to bring the Marriott Marquis Times Square to fruition and ignited the redevelopment of the now thriving submarket. That hotel is now Marriott's highest grossing non casino hotel, with an average occupancy of over 90%. In the late 1990s, the firm responded to an RFP from the City of Charlotte and created the Westin Charlotte adjacent to the Charlotte Convention Center. This subarea of Uptown Charlotte is now the central focus of business, residential, and retail uses in the city. These projects represent just a

few examples of the developments Portman Holdings has completed in the United States, all of which have been catalysts for economic growth and redevelopment of urban areas.

From the late 1970s and onwards, Portman Holdings aimed to expand its global reach. In 1979, the firm opened an office in Hong Kong with sights set on new projects in China's developing economy. By 1990, the team had completed Shanghai Centre – the first modern mixed-use real estate property in China. This development gave Portman Holdings recognition in China and Hong Kong and established Portman as a brand name. The firm subsequently established offices in Europe, India, South Korea, and China.

Throughout the years, the company has stayed true to the integral philosophies that have been part of the firm's identity: that real estate should create value for its community, its owners, and its investors; that integrity of design and planning will result in buildings that are useful and timeless. As John C. Portman, Jr. once said, "Buildings should serve people, not the other way around."

Today, Portman Holdings is an efficient, highly-skilled, and well-rounded real estate development team with a specific focus on urban hospitality, office, and mixed-use projects. The vertically integrated team commands a substantial global network and has a proven track record with the world's top financial institutions. Over the past five years, the team has completed or broken ground on over \$2 billion of real estate in the United States.



PORTMAN RESIDENTIAL

Portman Residential develops high-quality apartment communities in desirable locations from coast to coast. They use their deep and locally-focused understanding of each market and innovative approach to the apartment industry to create places where people thrive — and build real and enduring value for their investors, residents, and associates.

Established in 2020, Portman Residential was formed by industry executives with proven track records of leadership and industry expertise with innovative, forward-thinking strategies to tackle the challenges of today's marketplace. The executive leadership has collectively participated in the development of more than 9,500 apartment homes, executed over \$2.8 billion in transactions, and has a proven ability to identify and optimally address market conditions.

Portman Residential redefines apartment living with modern homes that offer residents the ultimate in flexibility, convenience, and service. Portman promises a premier location, attractive design, luxe finishes, spectacular amenities, and innovative services inspired by the world's best brands and tailored to fit the profile of its residents.

While the Portman brand is typically associated with luxury product, many of the firm's communities are designed to accommodate a mix of incomes across various AMI levels. Portman executives have experience developing mixed-income projects with various levels of regulated affordability hurdles, indistinguishably integrated throughout residential communities.






PORTMAN HOLDINGS

Ambrish Baisiwala

CHAIRMAN & CEO

Tenure at Portman: 15 years

Total Years of Experience: 27 years

Relevant Work Experience:

Coda at Tech Square – Atlanta, GA

Anthem Technology Center –
Atlanta, GA

Anthem Phase 2 – Atlanta, GA

2151 Hawkins – Charlotte, NC

BRIC – San Diego, CA

615 South College – Charlotte, NC

Union Tower West – Denver, CO

230 Peachtree – Atlanta, GA

Hilton San Diego Bayfront –
San Diego, CA

Education:

Bachelor of Commerce (Honors),
University of Rajasthan

Master of Business Administration,
Melbourne Business School

Current and Past Employment:

Portman Holdings

Aldar Properties PJSC

Greater Union Organization

Coopers & Lybrand Consulting

Tata Group

Professional Background:

Ambrish brings over 20 years of global real estate experience to his role at Portman Holdings where he is responsible for the overall management and performance of the firm. His broad geographic and work exposure brings a strong corporate strategy and property development skillset to Portman Holdings.

Prior to joining Portman Holdings, he was development director of Aldar Properties PJSC in Abu Dhabi, UAE, where he was responsible for a development portfolio in excess of \$20 billion. Earlier in his career, he was development manager for the Greater Union Organization for the Middle East and India. Prior to that, Ambrish held various senior positions with Coopers & Lybrand Consulting and the Tata Group. Ambrish has worked in the U.S., India, the Middle East, Southeast Asia, and Australia, across a broad spectrum of property types and responsibilities.

Ambrish has a Bachelor of Commerce (Honors) degree from the University of Rajasthan, India, and an MBA from the Melbourne Business School, Australia. He is active in the community and participates on the boards of Central Atlanta Progress, Midtown Alliance, Atlanta Police Foundation, Leadership Atlanta, Atlanta Beltline Partnership, and the Piedmont Park Conservancy.




PORTMAN HOLDINGS

John Portman IV

PRESIDENT

Tenure at Portman: 11 years

Total Years of Experience: 16 years

Relevant Work Experience:

Coda at Tech Square – Atlanta, GA

BRIC – San Diego, CA

615 South College – Charlotte, NC

Union Tower West – Denver, CO

Anthem Technology Center –
Atlanta, GA

712 W. Peachtree – Atlanta, GA

2151 Hawkins – Charlotte, NC

Education:

Master's Degree,
Cardiff University

Undergraduate,
Harvard University

Master of Business Administration,
Goizueta Business School at
Emory University

Current and Past Employment:

Portman Holdings

KPMG

Goldman Sachs

Professional Background:

John shares responsibility for the general management and strategic direction of Portman Holdings. Additionally, his focus is on the pre-development and capital markets arenas for Portman Holdings which include sourcing, underwriting, capitalizing and structuring new opportunities.

John's association with Portman Holdings began in the early 2000s, when he worked on domestic developments. He left Portman Holdings to work with KPMG's Corporate Finance Group in Mumbai, focusing on mergers and acquisitions as well as raising equity and performing valuation assessments in real estate, aviation, and FMCG industries. John has also worked for companies such as Goldman Sachs Real Estate Principal Investment Area and WholeFoods Market, Inc.

John sits on the Board of Atlanta Downtown Improvement District (ADID) and Metro Atlanta Chamber of Commerce. He graduated cum laude from Harvard College, and earned a master's degree with honors and distinction from Cardiff University, United Kingdom. Additionally, John has earned a Master's in Business Administration with a concentration in Finance from the Goizueta Business School at Emory University.




PORTMAN HOLDINGS

Hunter Richardson

EXECUTIVE VICE PRESIDENT, DEVELOPMENT

Tenure at Portman: 6 years

Total Years of Experience: 45 years

Relevant Work Experience:

Coda at Tech Square – Atlanta, GA

Anthem Technology Center –
Atlanta, GA

712 W. Peachtree – Atlanta, GA

2151 Hawkins – Charlotte, NC

BRIC – San Diego, CA

615 South College – Charlotte, NC

Philips Arena – Atlanta, GA

Education:

Bachelor of Science,

Virginia Polytechnic

Institute and State University

Master of Business Administration,

Virginia Polytechnic Institute and

State University

Current and Past Employment:

Portman Holdings

OliverMcMillan

Richardson Development Group

Turner Sports and Entertainment

Himmel/Miller Klutznick Davis Grey

Professional Background:

As Executive Vice President for Portman Holdings, Hunter is responsible for the development and construction of all Portman Holdings' projects in the United States. He is integrally involved in all pre-development, development, and construction tasks that need to be undertaken for the successful completion of each project.

He has over 40 years experience working on multiple product types, including urban, high-density mixed-use projects, town centers, and sports and entertainment venues. He has been responsible for the design and construction of multiple domestic mixed-use project developments. These projects have included major offices, hotels, lifestyle retail, and multifamily residential use. Since joining Portman Holdings, he has focused on the completion of existing projects in the pipeline, the launch and completion of new projects, and design and commencement of new projects and pre-development of future projects.

Most recently, he has been instrumental in the procurement of new projects and the on-going development management of Coda at Tech Square, Anthem Technology Center, and 712 W. Peachtree.

Hunter previously served as Managing Director at OliverMcMillan for Buckhead Atlanta, as well as Chief Operating Officer of Richardson Development Group, where he specialized in large-scale, mixed-use projects. He also worked with Turner Sports and Entertainment on Philips Arena and Himmel/Miller Klutznick Davis Grey on Reston Town Center.




PORTMAN HOLDINGS

Bill Morrison

SENIOR VICE PRESIDENT, CONSTRUCTION

Tenure at Portman: 5 years

Total Years of Experience: 33 years

Relevant Work Experience:

Coda at Tech Square – Atlanta, GA

BRIC – San Diego, CA

615 South College – Charlotte, NC

Union Tower West – Denver, CO

Anthem Technology Center –
Atlanta, GA

712 W. Peachtree – Atlanta, GA

2151 Hawkins – Charlotte, NC

Education:

Bachelor of Science in Building
Construction, Georgia Institute
of Technology

Master of Business Administration,
Goizueta Business School at
Emory University

Current and Past Employment:

Portman Holdings

Skanska

Jones Lang LaSalle

Emory University

Carter & Associates

Holder Construction

Professional Background:

Bill Morrison serves as Portman Holdings' Senior Vice President of Construction. He holds the Certified Construction Manager (CCM) and Leadership in Energy and Environmental Design Accredited Professional (LEED AP) designations and has been associated with 24 LEED designated projects during his 33-year career.

Bill started his career with a mechanical contractor then moved into general contracting with Holder Construction. He has worked in owner's representation and development roles with Carter & Associates, Emory University, Jones Lang LaSalle, and most recently with Skanska where he was Vice President of Operations and contractor license holder for commercial construction across the Southeast.

He graduated from Georgia Institute of Technology with a BS in Building Construction and has an MBA from Emory University's Goizueta Business School. He serves on several committees with the College of Architecture at Georgia Institute of Technology and is involved in several civic organizations in the area.

Over his career, Bill has been involved in the construction and development of some of Atlanta's highest profile projects. He has also developed many complex mixed-use, transit-oriented, healthcare, and mission critical facilities.




PORTMAN HOLDINGS

Travis Garland

EXECUTIVE VICE PRESIDENT, NATIONAL HEAD OF OFFICE

Tenure at Portman: 9 years

Total Years of Experience: 17 years

Relevant Work Experience:

Coda at Tech Square – Atlanta, GA

615 South College – Charlotte, NC

2151 Hawkins – Charlotte, NC

BRIC – San Diego, CA

230 Peachtree – Atlanta, GA

Union Tower West – Denver, CO

Anthem Technology Center –
Atlanta, GA

712 W. Peachtree – Atlanta, GA

SunTrust Plaza – Atlanta, GA

Education:

Bachelor of Business Administration
in Real Estate, University of Georgia

Current and Past Employment:

Portman Holdings

Anders Commercial Properties

Peachtree Planning Corporation

Professional Background:

Travis is responsible for Portman Holdings' existing and new development leasing within the United States, which includes premium office space in several markets across the country and in predevelopment with a total value of approximately \$2 Billion. Since 2013, Travis has completed leasing transactions totaling over \$1 Billion in gross value.

Travis is a member of NAIOP, ACG, and is a founding member of an Atlanta-based Executive Roundtable that fosters discussions on current industry issues and topics. He has been recognized by NAIOP as "Top Producer" for 2014 and 2018, #2 Producer in 2016, by Real Estate Forum's 40 Under 40, and by CoStar as a 2013–2018 Power Broker. Travis graduated with a BBA in real estate from the University of Georgia, and is a licensed Broker in Georgia and North Carolina. He has been involved in commercial real estate since 2005.




PORTMAN HOLDINGS

Reid Scott
DEVELOPMENT MANAGER

Tenure at Portman: 7 years

Total Years of Experience: 12 years

Relevant Work Experience:

Hyatt Regency Salt Lake City –
Salt Lake City, UT

Union Tower West – Denver, CO

Kimpton Buckhead – Atlanta, GA

Westin Charlotte – Charlotte, NC

230 Peachtree – Atlanta, GA

Education:

Master of Management in Hospitality,
Cornell University

Bachelor of Business Administration,
University of Georgia

Bachelor of Arts, Spanish,
University of Georgia

Current and Past Employment:

Portman Holdings

Interstate Hotels & Resorts

Stonemark Equities

ACG Professionals

Professional Background:

Reid joined Portman Holdings in October 2014 and currently serves as Development Manager. In this role, he specializes in financial analysis and execution of the firm's investment opportunities within the United States.

Prior to working at Portman, Reid worked in project finance and feasibility for Interstate Hotels and Resorts, where he performed financial and performance analysis for hotels related to Interstate's business development initiatives in the United States and Europe. Prior to this position, he worked with Stonemark Equities, a multifamily investment group, and ACG Professionals, a commercial real estate consulting firm.

Reid holds his Master of Management in Hospitality with a Concentration in Real Estate Finance and Investment from the School of Hotel Administration at Cornell University. He graduated cum laude with a Bachelor of Business Administration in International Business and a Bachelor of Arts in Spanish from the University of Georgia Honors Program. Reid is active in the Young Leaders Group of the Urban Land Institute and the Cornell Hotel Society.




PORTMAN HOLDINGS

Lindsey Holder
DEVELOPMENT ANALYST

Tenure at Portman: 1 year

Total Years of Experience: 7 years

Relevant Work Experience:

The Line – Charlotte, NC

Savona Mill – Charlotte, NC

10th & Spring – Atlanta, GA

Education:

Master of Science in Commercial
Real Estate, Georgia State University

Bachelor of Arts in Applied
Psychology and Human
Development, Boston College

Current and Past Employment:

Portman Holdings

Hodges Ward Elliott

Walker & Dunlop

Professional Background:

Lindsey joined Portman Holdings in October 2020 and currently serves as a Development Analyst. In this role, she is responsible for underwriting new development opportunities and assisting in the management and execution of the firm's current projects.

Prior to joining Portman, Lindsey was an associate at Hodges Ward Elliott where she specialized in institutional-grade hotel transactions, including investment advisory, debt, and equity placements. She holds an M.S. in Commercial Real Estate from Georgia State University and a B.A. from Boston College. She is actively involved in the Atlanta real estate industry as a board member of the Association of Young Real Estate Professionals (AYREP) and as a member of ULI Atlanta's Young Leaders Group Mentor Program




PORTMAN RESIDENTIAL

Harvey Wadsworth
MANAGING DIRECTOR

Tenure at Portman: 2 years

Total Years of Experience: 15 years

Relevant Work Experience:

1000 Spring, Atlanta, GA

Modera Prominence, Atlanta, GA

Modera Buckhead, Atlanta, GA

Modera Midtown, Atlanta, GA

Mixson, North Charleston, SC

Twelve, Atlanta, GA

Atlantic, Atlanta, GA

Viridian, Nashville, TN

Education:

Emory University,
M.B.A.

Georgia Southern University,
B.B.A. Finance
B.S. Construction Management

Current and Past Employment:

Portman Residential

Mill Creek Residential

Jamestown Properties

J.E. Dunn

Professional Background:

As Managing Director of Portman Residential, Harvey Wadsworth is responsible for managing the platform's national operations and overseeing development strategy and execution. Mr. Wadsworth joined Portman Residential from Mill Creek Residential Trust where he led the development operations for the Atlanta region.

Prior to joining Mill Creek, Mr. Wadsworth was a Vice President of Development for Jamestown Properties in Atlanta with a focus on mixed-use developments in the Southeast. Mr. Wadsworth started his real estate career as a Project Manager for J.E. Dunn in Atlanta where he focused on mixed-use high-rise construction. During his fifteen-year career in the development industry, Mr. Wadsworth has been involved in the development of over 5,700 multifamily homes with a total capitalization of over \$1.8 billion.

Mr. Wadsworth received a Bachelor of Business Administration in Finance and Bachelor of Science in Construction Management from Georgia Southern University. He also completed a Master of Business Administration from Emory University's Goizueta Business School. Mr. Wadsworth is an active member of the Urban Land Institute, Real Estate Group of Atlanta, and the International Council of Shopping Centers.




PORTMAN RESIDENTIAL

Marc Brambrut

SENIOR VICE PRESIDENT

Tenure at Portman: 1 year

Total Years of Experience: 20 years

Relevant Work Experience:

10th and Spring – Atlanta, GA

2161 Hawkins – Charlotte, NC

Savonna Mill – Charlotte, NC

Nashville Sounds Germantown –
Nashville, TN

Education:

Master of Science in
Real Estate Development,
Johns Hopkins University

Bachelor of Journalism,
University of Georgia

Current and Past Employment:

Portman Residential

Fairfield Residential

Novare Group

Professional Background:

Marc serves as Senior Vice President at Portman Residential where he maintains responsibility for the firm's development initiatives from conception to delivery. He joined Portman Residential in 2020 as one of its founding employees.

Marc previously served as the southeast regional development partner for Fairfield Residential, and prior to that as Senior Vice President of Novare Group. At Portman Residential, he is responsible for managing and executing our development activities nationwide. Marc's career spans more than two decades, during which he has overseen the development of more than 6,000 apartment and condominium residences in markets throughout the country, valued at more than \$1.5 billion. He serves on the Board of Directors of the Atlanta Apartment Association and the Atlanta council of the Urban Land Institute, and is a member of the Real Estate Investment Advisory Council (REIAC).




PORTMAN RESIDENTIAL

Brittani Sanders

VICE PRESIDENT, DEVELOPMENT

Tenure at Portman: 1 year

Total Years of Experience: 10 years

Relevant Work Experience:

10th and Spring – Atlanta, GA

2161 Hawkins – Charlotte, NC

Savona Mill – Charlotte, NC

Nashville Sounds Germantown –
Nashville, TN

Everly on the Loop – St. Louis, MO

AM 1980 – Chicago, IL

Upshore Chapter – Chicago, IL

Broadway Chapter – Fort Worth, TX

Education:

Roosevelt University,
Master of Science in Real Estate

Howard University,
Bachelor of Architecture

Current and Past Employment:

Portman Residential

CRG (Clayco, INC)

JLL

Professional Background:

Brittani serves as Vice President at Portman Residential where she leads development efforts for the Southeast. Brittani joined Portman Residential from CRG, where she served as the Senior Director of Development overseeing the development of more than 2,000 units with a value of \$600 million.

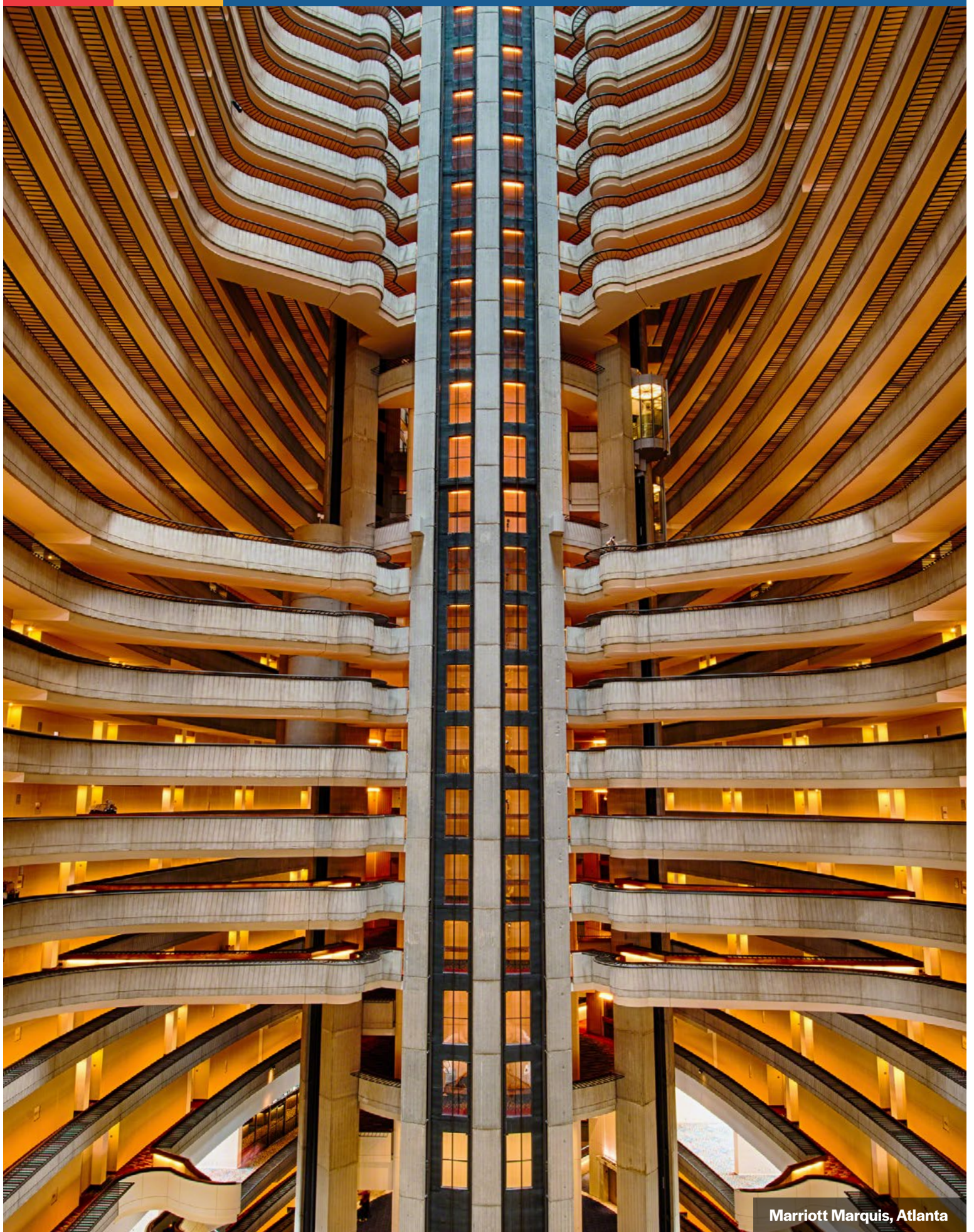
Prior to CRG, Brittani served as Project Manager to the Project and Development Services Group at JLL, where she focused on ground-up mixed-use developments, tenant fit-outs and national rebranding efforts.

Brittani earned a Master of Science in Real Estate from Roosevelt University and a Bachelor of Architecture from Howard University. She is a member of ULI's National Multifamily Product Council and a board member for Over the Rainbow, a non-profit organization dedicated to providing independent living solutions for individuals with physical disabilities.

An aerial photograph of a city street intersection, likely in Durham, North Carolina, showing a multi-lane road, surrounding buildings, and greenery. The image is overlaid with a semi-transparent blue filter. A small horizontal bar with red and orange segments is visible at the top left corner.

SECTION 3

Relevant Project Experience



Marriott Marquis, Atlanta

10th and Spring ATLANTA, GA / 2021-UNDER CONSTRUCTION



Name of Project: 10th and Spring

Project Location: Atlanta, GA

Year started: 2021

Year completed: Under Construction

Program/Asset Type: Residential, Office, Entertainment, and Retail

Program: Residential: 370 Units,
Office: 500,000 SF Planned,
Retail: 40,000 SF Planned,
Third Phase Program is TBD

Dollar amount of the project: Residential:
\$178,500,000, Office: \$298,000,000, Historic:
\$12,000,000, Phase III: TBD

Financing Structure: Residential: Equity - \$63.2 million
from NREA/Sponsor, Debt - \$115.3 million from Bank OZK

Reference and contact information:

Kevin Verdi
Chief Investment Officer
National Real Estate Advisors
202.496.1256 / kverdi@natadvisors

Description of the project:

10th and Spring is a multi-use, multi-phased development in the Midtown section of Atlanta overlooking the 75/85 connector. The project consists of a Class-A, market-rate residential tower, a Class-AA office tower, a third development parcel with a use to be determined later, and the reuse of the existing historic Patterson Funeral Home. The first phase comprising of the residential tower broke ground in August 2021, and later phases are scheduled for groundbreakings in early to mid-2022 and beyond. The project design was carefully coordinated with Midtown Alliance to ensure consistency with the area plan and seeks to celebrate to intersection of Atlanta's past, present, and future.

2151/2161 Hawkins

CHARLOTTE, NC / 2020–2022



Name of Project: 2151/2161 Hawkins

Project Location: Charlotte, NC

Year started: Phase I: 2020, Phase II: 2022

Year completed: Under Construction

Asset Type: Office, Multifamily, Retail

Program: Phase I: 315,000 SF Office and Retail,
Phase II: 364 multifamily units and retail

Dollar amount of the project: Office: \$155MM,
Residential: \$178MM

Financing Structure: Office: Equity: \$54MM,
Debt: \$101MM, Residential: TBD

Reference and contact information:

Samuel Everhart Stalcup, Jr.
Officer, Investments and Portfolio Management
National Real Estate Advisors
202.496.3373 / sstalcup@natadvisors.com

Description of the project:

2151 and 2161 Hawkins represent a two-phase, mixed use community in the South End neighborhood of Charlotte. The first phase delivers in Q4 2021 and comprises a Class-AA office and retail building, with the adjacent residential project of 2161 Hawkins breaking ground in Early 2022. The site sits directly adjacent to the Charlotte Rail Trail and LYNX Blue Line Light Rail, Charlotte's dynamic 18.6 mile rail line and walkable trail. The LYNX Blue Line connects the city's most vibrant neighborhoods, including NoDa, Uptown, South End, and LoSo. A new rail stop is planned at the site.

Savona Mill

CHARLOTTE, NC / 2021–2023



Name of Project: Savona Mill

Project Location: Charlotte, NC

Year started: 2021

Year completed: Under Construction

Asset Type: Residential, Office, Retail

Program: Phase I: 320 residential units and 197K SF of office and retail, Phase II: 280 residential units

Dollar amount of the project: Phase I: Residential: \$120MM, Office: \$67MM, Phase II: TBD

Financing Structure: TBD

Reference and contact information:

Gregg Ferrell / First Carolina Bank
919.665.1597 / Greggferrell@firstcarolinabank.com

Description of the project:

Phase I of the Savona Mill mixed-use development is a garden-style apartment project. This is a component of a larger mixed-use development by Portman Holdings. The parcel is located on the site of an old mill, which will be rehabilitated into creative office by Portman Holdings. The community will feature over five garden-style apartment buildings, courtyards, and open greenspace. The project fronts the Stewart Creek Greenway, a multiuse trail providing access to Uptown Charlotte.

Coda at Tech Square ATLANTA, GA / 2019



Name of Project: Coda at Tech Square

Project Location: Atlanta, GA

Year Started: 2016

Year Completed: 2019

Asset Type: Office, Retail

Program: 750,000 SF office, retail, and data center uses

Dollar Amount of the Project: \$289,500,000

Financing Structure:

Equity: \$79.4 million from China Orient Summit Capital and Sponsor Equity

EB5 Financing: \$50 million

Debt: \$160 million from JP Morgan and Fifth Third Bank

Public Partners Involved: Georgia Institute of Technology, Invest Atlanta

Building Accreditation: LEED Platinum Certified

Reference and Contact Information:

Tony Zivalich

Executive Director – Real Estate Development

Georgia Institute of Technology

404.385.2692 / tony.zivalich@gatech.edu

Description of the Project:

Coda at Tech Square is a 750,000 square feet, mixed-use building containing office space, research labs, 38,000 square feet of retail space including a food hall, and a 9.6 MW data center. The complex encompasses high-performance computing (HPC) modeling, simulation, and a sustainable, innovative ecosystem that integrates the existing assets of the university's Technology Square complex with new opportunities in interdisciplinary research, commercialization, and sustainability. Portman Holdings developed the complex in partnership with the Georgia Institute of Technology. The building is 100% leased as of 2021 and stands as the State of Georgia's first LEED Platinum office building.

Anthem Technology Center/ 712 West Peachtree

ATLANTA, GA / 2020



Name of Project: Anthem Technology Center/
712 West Peachtree

Project Location: Atlanta, GA

Year Started: Phase I: 2018, Phase II: 2019

Year Completed: Phase I: 2020, Phase II: 2021

Asset Type: Office, Retail

Program: 669,000 SF of Office and Retail

Dollar Amount of the Project: \$294,000,000

Financing Structure:

Equity: \$79.5 million from USAA, PCCP Bank,
and Sponsor Equity

Debt: \$214.9 million from SunTrust and Regions

Reference and Contact Information:

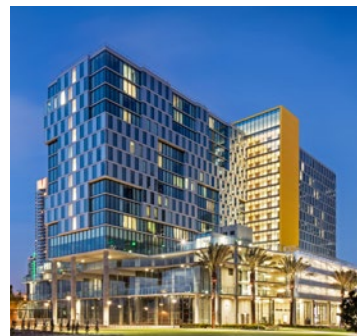
Joseph Pella
SVP, Commercial Real Estate Banking
Truist Bank
404.813.0476 / joseph.pella@truist.com

Description of the Project:

Anthem Technology Center/712 West Peachtree is a Class-A build-to-suit office complex in the Midtown submarket of Atlanta, GA that was developed over two phases. The offices are anchored by Anthem, Inc. (NYSE: ANTM), which operates Blue Cross Blue Shield of Georgia. The company relocated its IT hub of over 3,000 employees to this complex. Phase I was completed and delivered to the tenant in January 2020 and Phase II opened in 2021.

Lane Field North/South (BRIC)

SAN DIEGO, CA / 2014–2018



Name of Project: Lane Field North/South (BRIC)

Project Location: San Diego, CA

Year started: 2014

Year completed: 2018

Asset Type: Hotel, Retail, Parking

Program: 800 Hotel Keys, 60,000 SF Retail over two phases

Dollar amount of the project: \$347MM

Financing Structure: Phase I: Equity and Key Money: \$52M, Debt: \$79M, Phase II: Equity and Key Money: \$112M, Debt: \$105M

Public Partners Involved: The Unified Port of San Diego

Building accreditation/certification:

California Energy Code compliant and California Green Building Standards Code compliant (CALGreen)

Reference and contact information:

Shaun Sumner / Assistant Asset Manager, Real Estate
The Unified Port of San Diego
619.686.6460 / ssumner@portofsandiego.org

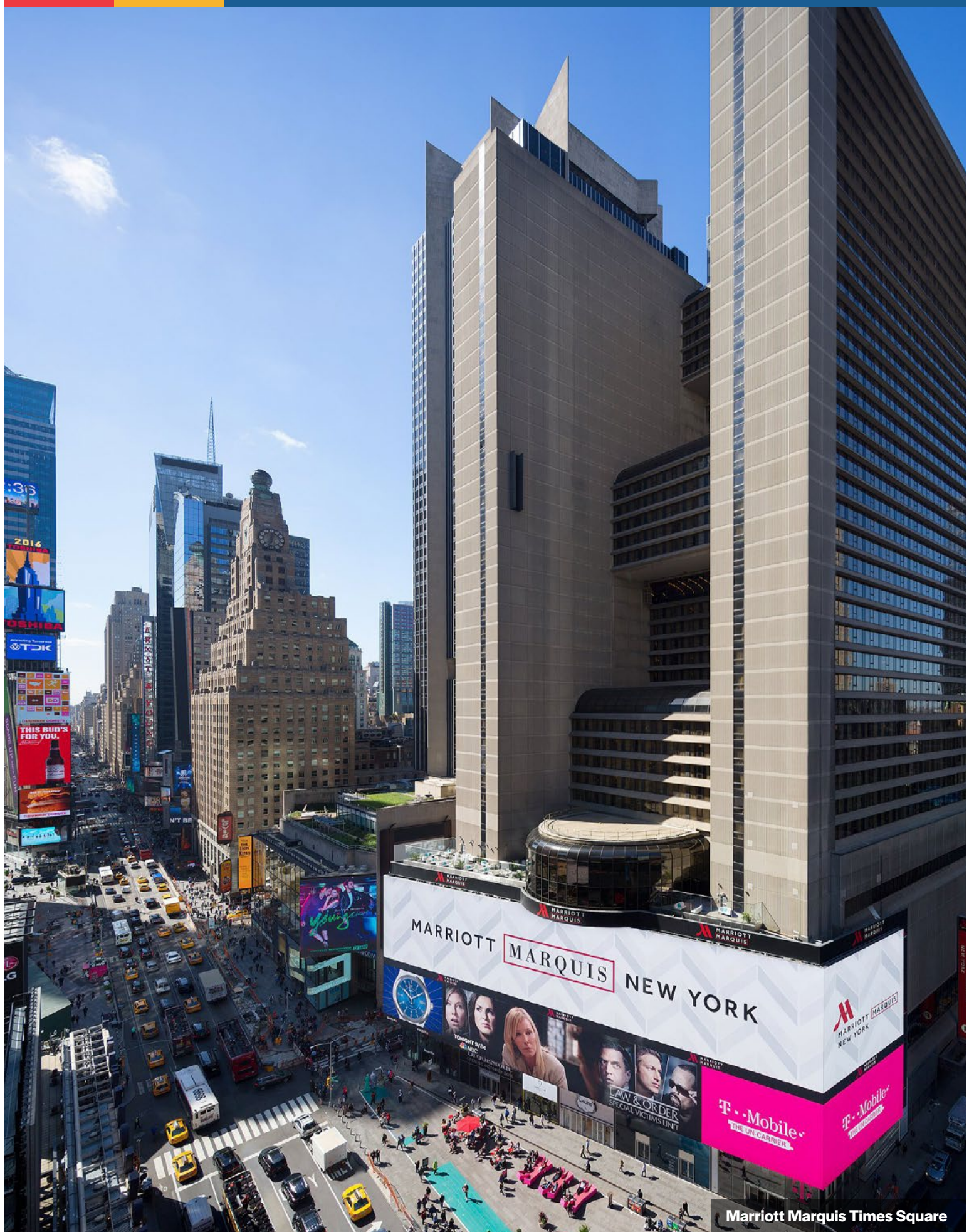
Description of the project:

BRIC is a two-phased mixed-use development located at the intersection of Broadway and Pacific Highway along downtown San Diego's waterfront. The 12-story Phase I was completed in February 2016 while the 18-story Phase II delivered in August 2018. The campus features a total of 800 hotel keys, approximately 60,000 SF of retail space, 1,100 parking spaces, and a new public park.

An aerial photograph of a city street intersection, likely in Durham, North Carolina, showing a multi-lane road, surrounding buildings, and greenery. The image is overlaid with a semi-transparent blue filter. A small horizontal bar with red and orange segments is located at the top left corner of the page.

SECTION 4

Financial Capability



Marriott Marquis Times Square

SECTION 4: FINANCIAL CAPABILITY

Financial Capability: Respondents should provide detailed information, in the form of a narrative description, about their ability to financially fulfill the obligations of the development project. Respondents should provide the following information:

a. Information about the Respondent's history of raising capital, and resources available to complete this project.

Throughout its history, Portman has raised and deployed in excess of \$12 billion in capital related to the financing and refinancing of development projects around the world. Since 2013, Portman Holdings and Portman Residential or their principals have closed on the combined financing of over \$2 billion worth of Class-A, urban mixed-use development and land purchases. These closings have occurred in the office, hospitality, multifamily, and retail spaces and represented multiple projects across various geographic markets.

Portman has utilized a variety of financial resources, both internal and external, to complete these projects including, but not limited to, traditional equity, preferred equity, traditional lender financing, alternative lender and debt fund resources, EB-5 investment, public bond issuances, C-PACE financing, and opportunity zone financing. Portman has the capacity to and will fund predevelopment costs out of its own internal resources, though it may elect to bring in equity partners during the predevelopment process.

We maintain relationships with an extensive list of financial institutions across the globe and have maintained a consistent track record of successful project financing for over sixty years. Portman provides a significant portion of the investment in each of its projects to ensure investor alignment as it develops the project through to completion, operation, and disposition. Additionally, Portman is capable of providing required guarantees to facilitate the financing of projects like 505 W. Chapel Hill St. and has arranged a variety of structures to give lenders and equity partners comfort that projects will be successfully realized from their outset. As evidence of our financial capabilities and relationships within the debt and equity space, we invite you to look over the following pages that contain letters of interest from major providers of development-related capital.





November 2, 2021

Portman
303 Peachtree Center Ave. NE
Suite 575
Atlanta, GA 30303

RE: 505 W. Chapel Hill Street Opportunity

To the Portman Holdings and Portman Residential Teams:

We are pleased to hear that you will be pursuing the development opportunity of the former Durham Police Headquarters into a mixed-use, community-focused development. While this opportunity currently is at an early stage and we are unable to make any capital commitments, we wanted to confirm that we have an interest in discussing the capitalization of the project should you be selected as the developer.

Truist's knowledge of Portman comes from our prior work together in the capitalization of several previous projects and additionally offering other financial services to the firm outside of traditional lending. In terms of development financing, we served as a lender on several recent projects for Portman including:

- Providing an approximately \$43.7 million for the vertical mixed-use hospitality and office project, **230 Peachtree**, in Downtown Atlanta
- Providing an approximately \$110 million loan for the **Anthem Technology Center**, a 360,000 square foot office project in Midtown Atlanta
- Providing an approximately \$106 million loan for **712 West Peachtree** (Anthem Technology Center Phase II), a 312,000 square foot office project in Midtown Atlanta

Durham continues to perform as a strong commercial and residential market and a favored destination of investment capital. We look forward to receiving further information about this project and exploring with you the potential of working together on this opportunity.

Sincerely,

Joseph Pella
Senior Vice President
Truist Commercial Real Estate Banking



November 4, 2021

Portman
303 Peachtree Center Ave. NE
Suite 575
Atlanta, GA
30303

RE: 505 W. Chapel Hill Street Development

Portman Holdings & Portman Residential:

On behalf of National Real Estate Advisors, LLC ("National"), we appreciate you contacting our group regarding potential equity financing needs for the development of the 505 W. Chapel Hill St. site and its various components, both commercial and residential. While this letter does not serve as a commitment of capital, we do wish to convey our interest in discussing an investment in this project at a future date.

The relationship between National and Portman is of great value to us, as evidenced by our past success together in the partnership on The Line, a ~300,000 square foot Class-AA office project in the South End of Charlotte. Additionally, National has recently partnered with Portman on a high-rise 375-unit residential project in Midtown Atlanta. We hope to repeat the success on these projects across other developments with Portman.

National continues to pursue projects in strong investment destinations like Durham, and as the project progresses, we hope that you will continue to think of us as a potential partner in this exciting opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Stalcup, Jr.", with a stylized flourish at the end.

Samuel Everhart Stalcup, Jr.
Officer, Investment and Portfolio Management
National Real Estate Advisors

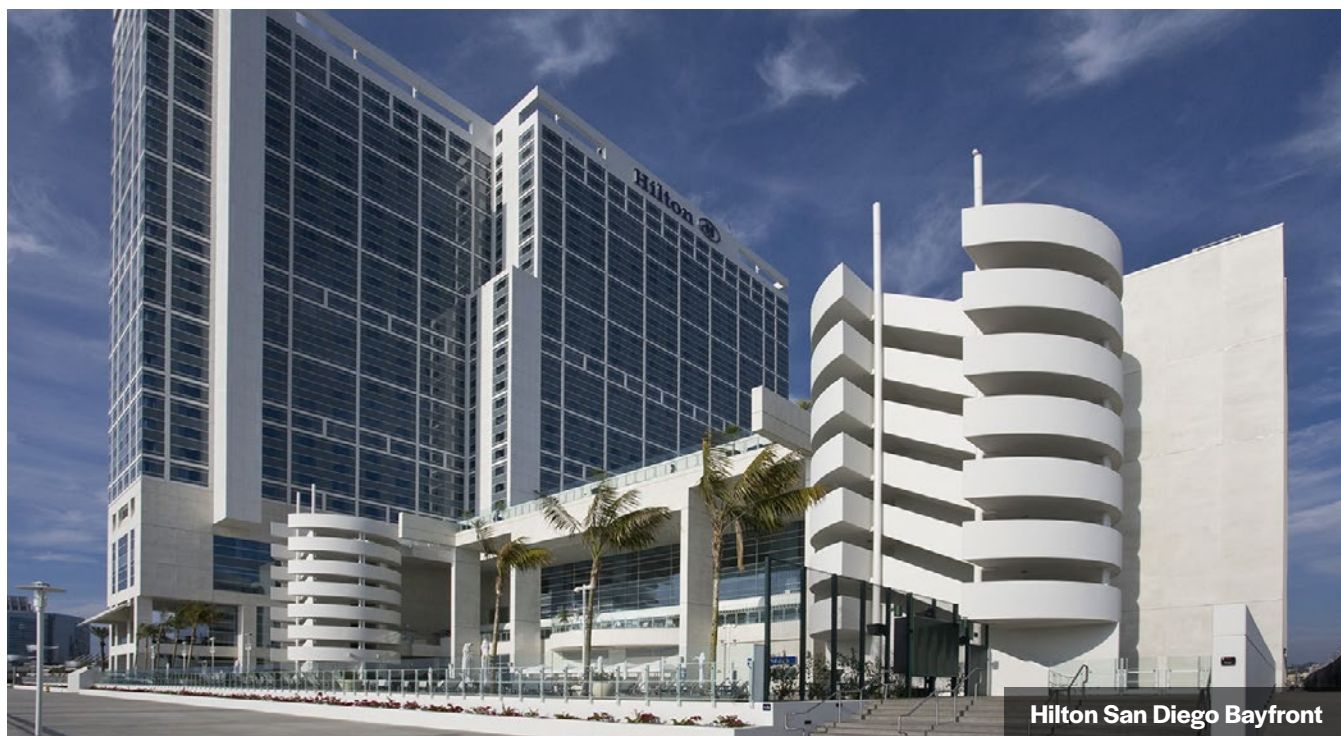
SECTION 4: FINANCIAL CAPABILITY

b. Description of the sources of equity and/or debt Respondent believes will be attracted to investing in this project.

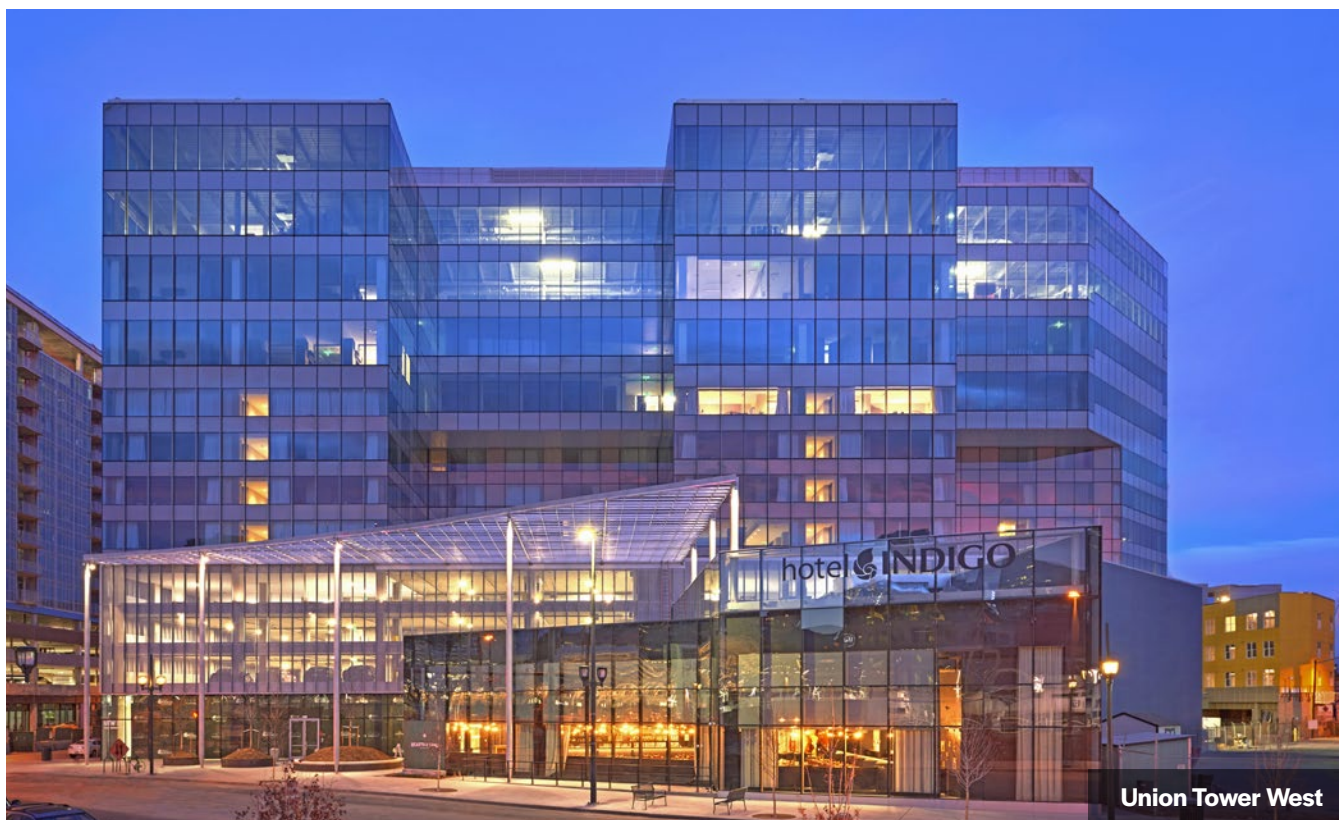
Durham and the broader Triangle area have emerged to take a place among the most preferred destinations for investment capital and debt financing in the US real estate development marketplace. The region's explosive growth has brought it to the attention of a variety of capital providers, from large institutional groups to high-net-worth individuals. This fact is evidenced by Raleigh/Durham recently finding itself as the nation's number two ranked real estate market in the ULI/PWC Emerging Trends in Real Estate 2022 report. Portman is confident that the 505 W. Chapel Hill St. opportunity, if feasibly designed and with the support of a qualified development sponsor, can attract the requisite capital to enable the project.

Equity for this project could be sourced from a variety of providers. Large insurance companies are still active in the development space for projects of a magnitude similar to this project. Additionally, high-net-worth and family offices have been very active in the development space and could find the opportunity attractive. Private equity groups, sovereign wealth funds, and preferred equity groups will likely show interest in the prospective investment. Multifamily projects continue to garner exceptional interest from investment markets, and Portman should be well-positioned to capitalize that specific component based on the reputation of its team and quality of the product that it delivers. On the office side, Portman sits as one of the nation's premier developers of large-scale, Class-AA office space, and will seek to utilize that reputation to attract equity to this opportunity.

Debt providers for this opportunity will most likely come in the form of traditional money-center banks and alternative debt lenders or debt funds. While mezzanine lenders would likely show great interest in the project, Portman is unlikely to pursue mezzanine debt for this opportunity given the additional risk it presents to investors and the complications it can bring to the deal structure against the Senior Lender's position. Portman would likely aim to place debt at a loan to value ratio of no greater than 60-65% of the total project costs; a conservative amount by today's standards. As mentioned, should the project be designed to a feasible standard, there should be no shortage of lender interest in providing capital to this exceptional opportunity.



SECTION 4: FINANCIAL CAPABILITY

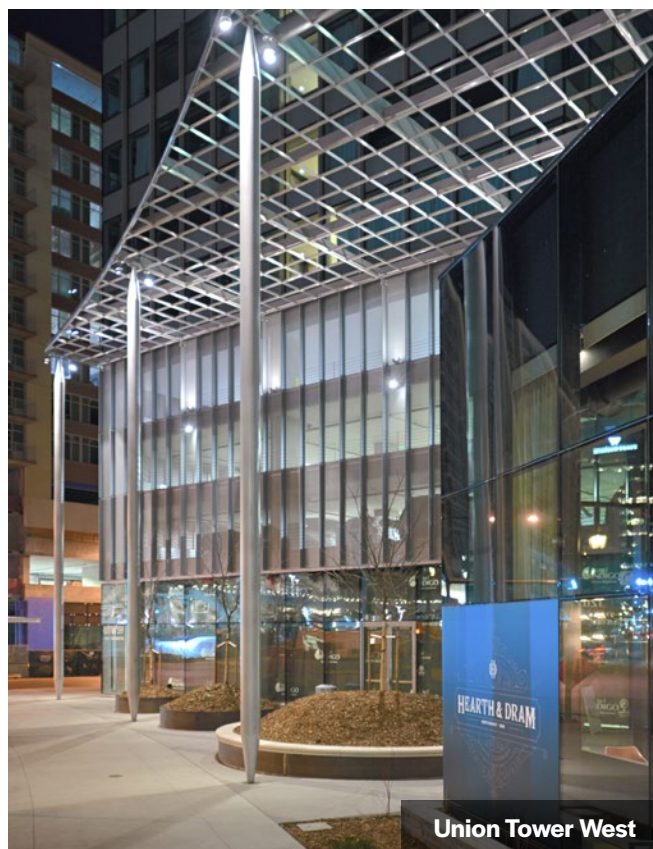


Union Tower West

c. A statement indicating that the Respondent does not currently and has not had any loans in default within the past 10 years, and has not filed for bankruptcy, had a project foreclosed on, or faced government fines. Alternatively, if any of these have occurred, include a description of the actions and the project-related circumstances in which the actions took place.

Prior to March 1, 2020, certain Affiliates of Portman Holdings entered into material loan modifications with their mortgage lenders for various purposes, including loan increases and maturity date extensions. All such loans were at all times in good standing.

From and after March 1, 2020, as a result of the COVID-19 pandemic, certain Affiliates of Portman Holdings who own hotel properties have entered into loan modifications with their mortgage lenders; these modifications include deferral of certain payments of principal and/or interest, extensions of maturity dates, deferral of compliance and other amendments with respect to certain financial covenants (e.g. DSCR covenants), and paydowns of principal. Each of these loans is in good standing.



Union Tower West

SECTION 4: FINANCIAL CAPABILITY

d. Description of any litigation that has been filed against the development team or its members related to real estate projects during the past 10 years, as well as the outcome of that litigation. If no litigation has been filed, please include a statement to this effect.

Portman Holdings and its affiliates have been involved in minor slip and fall and similar legal claims. All such claims are covered by insurance.

Neither of Portman Holdings, LLC and Portman Residential, LLC has had any litigation actions taken against it in the past ten years nor has pending actions that impact its capacity to successfully perform the 505 W. Chapel Hill Street development if selected.



An aerial photograph of a city street intersection, likely in Durham, North Carolina, showing a multi-lane road, surrounding buildings, and greenery. The image is overlaid with a semi-transparent blue filter. A small horizontal bar with red, orange, and yellow segments is located at the top left corner of the page.

SECTION 5

Development Firm Qualifications



SunTrust Plaza

SECTION 5: DEVELOPMENT APPROACH

Development Approach: Respondents should provide a narrative statement describing a high-level vision for the site, including initial conceptions of a potential development program for the site. The content of this statement will not be used during the evaluation process to qualify respondents, rather these statements will provide the City with a sense of the respondent's perceptions about the site's optimal use. Respondents should focus their narrative statement on the portion(s) of the development they would control. Based on the Respondent's qualifications as a master, residential, and/or commercial developer, the narrative statement should address the following topics:

- a. Approach to parking and open space**
- b. Approach to delivering affordable housing and/or mixed-income housing on site (for residential developers)**
- c. Approach to delivering a mixed-use commercial program on site (for commercial developers)**
- d. Approach to the re-using the existing Milton Small building**
- e. Approach to community engagement in undertaking the development (e.g. ways to keep the public involved in the project timeline, how the public will be kept informed on plans for open space and other public amenities, approach to programming open space).**

Portman views the 505 W. Chapel Hill St. site as a premier opportunity in the Durham market to deliver the city's next great development. The team will work to create a holistically designed, mixed-use development that both provides its ultimate users with a desired destination to work, live, and recreate while tying seamlessly to the broader Downtown Durham fabric. Additionally, the City has clearly outlined its goals surrounding the reuse of the Milton Small building, the need for communal greenspace, and ensuring inclusivity in the housing options on site to provide units serving residents of a variety of income levels. Serving as the master developer, residential developer, and commercial developer, Portman will have the unique advantage of working in a streamlined fashion to deliver all components of the project. The sections below demonstrate our early thoughts on the opportunity as it relates to specific aspects of the site:

AMPLE PUBLIC OPEN SPACE

The scale of the site allows for a great opportunity to program communal open space intertwined among the built environment of the 505 W. Chapel Hill St. site. The parcel benefits from many old growth trees, and Portman will work to incorporate these to the best of its ability. The site should possess ample room to introduce communal space in the form of either a plaza or greenspace, with active and passive uses such as a dog park, a play ground, game space, or grassy areas to consider as programming. The interior of the site could additionally be programmed as a woonerf to keep interior traffic to low speeds along pedestrian corridors and open space. Ultimately, the design team will have to consider the transportation in and out of the site, the footprints of the buildings, and parking needs, then will seek to maximize the open areas across the rest of the site.





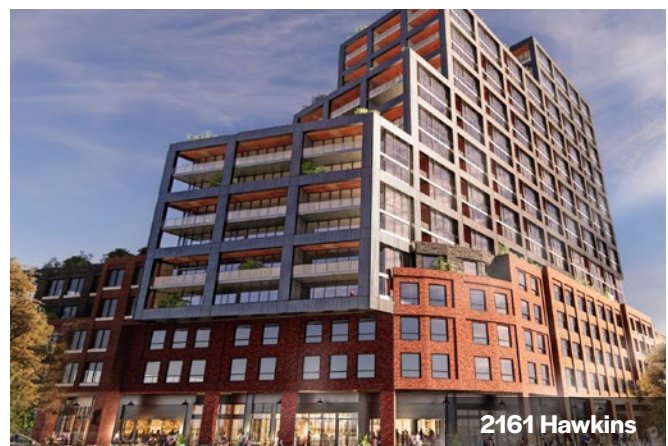
SHARED PARKING USES AND TRANSIT CONNECTIONS

Among the first items to be considered in designing the site will be how it connects to the greater Durham market and what parking considerations must be incorporated. The Site benefits from a strategic position in the Durham market nearby Durham Station to allow both commuter rail and bus riders easy access to the site via a short one to two block walk. This transit focus can help drive down the required parking ratio and create one of Durham's premier transit oriented developments, driving Downtown Durham to become the region's premier pedestrian environment.

While public transit accessibility provides a premier opportunity for the site, the development will still require parking to be a commercially viable development. However, the variety of uses between office, housing, retail, and/or hospitality can help to lower traditional market leasing ratios for individual uses by allowing different users to share parking. Portman would work to develop the site with a single shared garage for the uses, but will require further study to come up with the most efficient parking strategy. Additionally, our team will work to incorporate parking tailored toward electric vehicles, bikes, and other shared, sustainable personal transportation options.

AFFORDABILITY AS A PILLAR

The City has been clear in its goal to achieve a minimum of 80 permanently affordable units on site at the project, and Portman will seek to maximize the number of affordable units that the project can support while still providing a commercially feasible development. The Portman team envisions incorporating the affordable housing component of the project directly into the larger housing project to create a community with affordable units indistinguishable from the market rate housing options onsite. Creating a true mixed income community will offer Durham residents of varying income levels to call the 505 W. Chapel Hill St. development home. Portman plans to engage early with the City to transparently discuss any challenges that may come from reaching the City's desired affordability target, but believes there are a variety of strategies to employ to ensure the project is ultimately feasible.



SECTION 5: DEVELOPMENT APPROACH

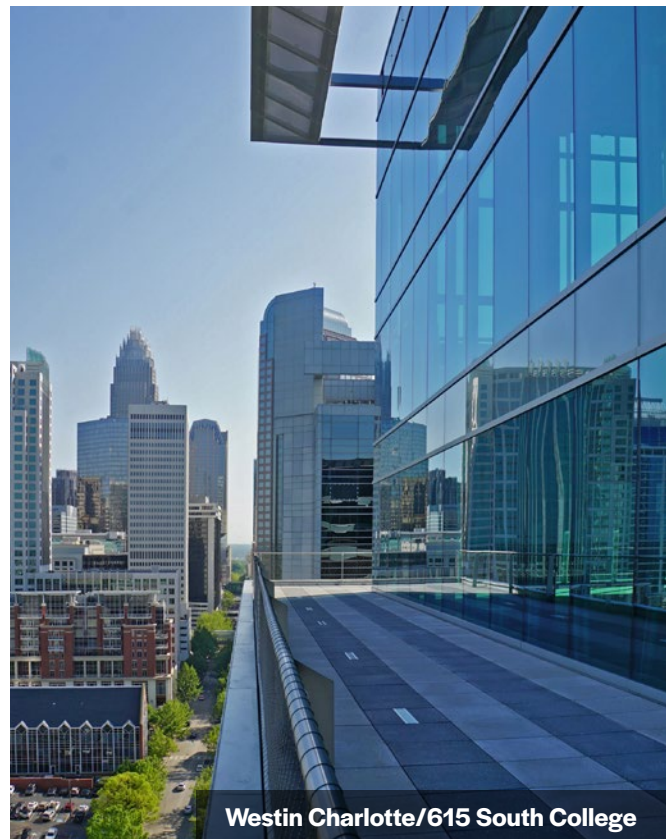


DESIRABLE LIVING DESIGN

Portman will look to build, at minimum, several hundred residential units onsite, with modern finishes and amenities that cater to today's residential users. The community will increase the supply of housing catering to those who prefer a more urban experience than much of the broader Triangle area allows. Portman Residential will lead the housing development and deliver a product that stands among Durham's premier communities and allows a comfortable lifestyle for the residents that will come to call it home.

OFFICE SPACE FOR A FUTURE ECONOMY

Portman Holdings would guide the delivery of a premier commercial component as part of the development that could cater toward a variety of users. The Durham market and greater Triangle region have seen tremendous growth and tenant interest to drive an increase in large-scale office and life sciences development. The development could be marketed as the City's premier build-to-suit opportunity and cater to a single large tenant or be designed on a speculative basis to cater toward tenants working in forward-looking industries in the technology or life sciences spaces. It could be possible to include laboratory space to capitalize on the recent increase of research-focused businesses, particularly those looking to locate close to Duke University but also in an urban and well-connected environment. As an experienced office developer, Portman would look to deliver a Class-AA project that meets the needs of today's and tomorrow's tenants.



DESTINATION RETAIL FOR OUR NEIGHBORS

Creating a sense of place within the development will be a critical goal of the Portman team, and introducing unique and meaningful retail, food and beverage outlets, and entertainment uses will help to attract a variety of users, including nearby neighbors and those from elsewhere looking to spend an evening in Downtown. The retail should include a blend of spaces where visitors can celebrate a special occasion but also access basic required services needed in any strong neighborhood. Of particular interest would be locating a grocery retailer within the development. The retail space will be strategically integrated into the ground floor, and Portman would plan to work with brokers and businesses to introduce a curated selection of outlets that best reflect Durham's unique culture. Design of the spaces should tie into the public greenspace and pedestrian corridors so that the ground floor feels active and energetic, ensuring that visitors feel a connection to the broader space.



PRESERVING DURHAM'S ARCHITECTURAL FABRIC

The Milton Small designed former Durham Police Headquarters introduces a unique aspect of the site that could be integrated into the larger mixed-use development. Further study on the condition of the edifice and feasibility of its reuse will be required, but its position as a reflection of Durham's modern architecture helps bring an opportunity to adaptively reuse the structure as a commercial or potentially residential space. While the building appears eligible for listing on the historic registry and could benefit from federal and state historic tax credits, it may be better modified outside of the requirements of the Standards of Rehabilitation of historic properties established by the Secretary of the Interior. Over the past several years, Portman has completed or has in its pipeline over \$250 million of adaptive reuse development, and the firm is well equipped to guide the next potential chapter of this building.

AN ENGAGED COMMUNITY DISCUSSION

The Portman team is committed to working alongside the City of Durham and the neighborhood organizations surrounding the project site to ensure that proper communication of project developments and opportunities for input are abundant during the development process. We would envision engaging the community and City early on in the process to ensure the community is able to convey what its vision for the site could be. Design charrettes and sessions including the design team, programming consultants, and the broader public could solicit direct public input and facilitate a broader public education of challenges the design team works through. The development team could also visit neighborhood meetings on a regular basis to hear public input or concerns and respond to them directly.

During the development process, Portman would look to utilize a variety of tools to keep the public informed of the projects progress. A dedicated web page for the development spelling out milestones for delivery, showing rendered imagery, introducing team members, providing leasing updates, and facilitating contact with the project team will be one of the primary resources to be utilized by the public. The development team could also host informational sessions and “developer days” allowing the chance for the broader public to meet the development team. Portman would plan to work with the City early after being selected to start to form an outreach and communication strategy plan and may enlist the help of a community liaison or representative to direct community engagement efforts and serve as a central point of contact for the team. Portman is prepared and ready to work alongside the City in establishing and meeting or exceeding the goals for community engagement to be established.



Embarcadero Center

DURHAM'S NEXT CHAPTER

Upon completion, the 505 W. Chapel Hill St. development should serve as the standard for impactful, large-scale development in the Durham and greater Triangle region. The project will offer the opportunity to make a statement in terms of commitment to civic goals, community engagement, and high design that will see its success measured across a variety of factors. Portman has built its history on delivering projects of such magnitude and looks forward to the potential opportunity to guide the development of this project.



Peachtree Center

An aerial photograph of a city street intersection, likely in Durham, North Carolina, showing a mix of commercial and residential buildings, parking lots, and a highway interchange. The image is overlaid with a semi-transparent blue filter. A small horizontal bar with red, orange, and yellow segments is located at the top left corner of the page.

SECTION 6

Equal Business Opportunity Program (Completion of Required Forms)



Hyatt Regency San Francisco



November 1, 2021

505 Chapel Hill St. Disposition

Reformatted Section X: Professional Services Forms & Reformatted Section XI: Contractor Workforce Diversity Questionnaire

Note: the following forms are the same forms that were posted within Sections X & XI of the Request for Qualifications released by the City on 9-29-2021, but have been reformatted to appropriately align with page breaks.



EQUITY & INCLUSION

CITY OF DURHAM

EQUAL BUSINESS OPPORTUNITY PROGRAM

PROFESSIONAL SERVICES FORMS

Updated 03/21



Phone: 919-560-4180
DurhamNC.gov

Street Address:
101 City Hall Plaza (Annex)
Durham, NC 27701

The Department of Equal Opportunity/Equity Assurance
Good Things Are Happening In Durham

CITY OF DURHAM EQUAL BUSINESS OPPORTUNITY PROGRAM

Policy Statement

It is the policy of the City to provide equal opportunities for City contracting to underutilized businesses owned by minorities and women doing business in the City's Contracting Marketplace. It is further the policy of the City to prohibit discrimination against any firm in pursuit of these opportunities, to conduct its contracting activities so as to prevent such discrimination, to correct the present effects of past discrimination and to resolve complaints of discrimination.

Goals

To increase the dollar value of all City contracts for goods and services awarded to minority and women business enterprises, it is a desire of the City that the contractor will voluntarily undertake efforts to increase the participation of minority and women individuals at higher skill and responsibility levels within non-minority firms engaged in contracting and subcontracting with the City.

The Equity & Inclusion Director shall determine participation goals based upon the availability of minority and women business enterprises (MWBES) within the defined scope of contracting, and the goals established for the contracting category.

EQUAL BUSINESS OPPORTUNITY PROGRAM UBE PARTICIPATION DOCUMENTATION
If applicable information is not submitted with your proposal, your proposal may be deemed non-responsive.

UBE Participation Documentation must be used to document participation of an underutilized business enterprise (UBE) on Professional Services projects. All UBEs must be certified by the State of North Carolina as a historically underutilized business, the North Carolina Department of Transportation as a minority-owned or women-owned business or the U.S. Small Business Administration's 8(a) Business Development Program prior to the submission date. If a business listed has not been certified, the amount of participation will be reduced from the total utilization.

Letter of Intent to Perform as a Sub-consultant/Subcontractor must be completed for UBEs proposed to perform on a contract. This form must be submitted with the proposal.

Post Proposal Submission UBE Deviation

Post proposal submission UBE deviation participation documentation must be used to report any deviation from UBE participation either prior to or subsequent to startup of the project. The Equity & Inclusion Department must be notified if the proposed sub-consultant/subcontractor is unable to perform and for what reasons. Substitutions of sub-consultants/subcontractor, both prior to and after awarding of a contract, are subject to City approval.

UBE Goals Not Met/Documentation of Good Faith Efforts

It is the responsibility of consultants/contractors to make good faith efforts. Good Faith Efforts means the sum total of efforts by a particular business to provide equitable participation of minority-owned and women-owned individuals or businesses as sub-consultants/subcontractors.

Whenever contract alternatives, amendments or extra work orders are made individually or in the aggregate, which increase the total value of the original contract, the consultant must make a good faith effort to increase UBE participation such that the amounts subcontracted are consistent with the established goals.

SELECTION OF CONSULTANTS/CONTRACTORS FOR ARCHITECTURAL/ENGINEERING AND OTHER PROFESSIONAL SERVICES

Definition of the Scope of the Selection Policy

The Equity & Inclusion Director shall determine UBE participation goals for each contracting category to be awarded by the City. Goals for each project or contract will be based upon the availability of underutilized business enterprises(UBE's) within the defined scope of work, delineated into percentages of the total value of the work.

The City of Durham will consider a formal certification of the State of North Carolina's Historically Underutilized Businesses (HUB) Office, North Carolina Department of Transportation (N.C. DOT) minority and women businesses and the United States Small Business Administration (U.S. SBA) 8(a) Development Program as meeting the requirements of the Equal Business Opportunity Program, provided there is evidence that the firm is currently certified by one of the stated entities.

Underutilized Business Proposal Requirements

The prime consultant/contractor shall submit a proposal in accordance with the City of Durham's request for Proposal. In addition, the prime consultant/contractor must submit all required Professional Services Forms.

Selection Committee for Professional Services

A selection committee shall be established and may be composed of the following: City Manager or a designated representative of this office; Director of Finance or a designated representative of this office; department head responsible for the project; City Engineer if engineering services are involved; the Equity & Inclusion Director or designee and Purchasing Manager or designee. Other representatives shall be called upon as needed based on their areas of expertise.

The committee shall screen the proposals based on the following criteria:

1. Firms; interest in the project;
2. Current work in progress by firm;
3. Past experience with similar projects;
4. General proposal for carrying out the required work;
5. Designation of key personnel who will handle the project, with resume for each;
6. Proposed associate consultants/contractors, UBE subconsultants;
7. Indication of capability for handling project;
8. Familiarity with the project;
9. Fees that have been charged for recent comparable projects;
10. References;
11. UBE Participation; and
12. Documentation of Good Faith efforts should UBE participation requirements not be met.

After ranking the firms presenting proposals based on the above criteria, interviews will be conducted by the selection committee with the top ranked firms (3-5). The contracting

SECTION 6: EQUAL BUSINESS OPPORTUNITY PROGRAM

department will make the final recommendation, prepare contracts for review by the City Attorney, and prepare the recommendation for the City Council including the following:

1. Description and scope of the project;
2. Recommended firm;
3. Contract cost;
4. Time limits;
5. Basis for selection;
6. Source for funding;
7. Equal Business Opportunity Ordinance compliance; and
8. Recommendation that the contract be approved by the City Council.

Contract Award

A provision must be written in each contract with an architect or engineer requiring them to work with Equity & Inclusion Department in creating and identifying separate work.

Project Evaluation

An evaluation shall be made of each contract after its completion to be used in consideration of future professional services contracts. The evaluation shall cover appropriate items from the check list for ranking applicants. A copy of the evaluation shall be given to the consultant, and any comment he/she cares to make shall be included in the files.

SECTION 6: EQUAL BUSINESS OPPORTUNITY PROGRAM

PARTICIPATION DOCUMENTATION FORM (TO BE COMPLETED BY PRIME CONSULTANT/CONTRACTOR ONLY)

Names of all firms

Project (including

prime and

subconsultants/sub

- contractors)

Location

UBE

Firm

Yes/No

Nature

of
Participation

% of Project
Work

Portman Holdings, LLC	Atlanta, GA	Yes () No (X)	Prime	Estimated 65%
Portman Residential, LLC	Atlanta, GA	Yes () No (X)	Prime Affiliate	Estimated 35%
		Yes () No ()		
		Yes () No ()		
		Yes () No ()		
		Yes () No ()		
		Yes () No ()		

TOTAL 100%

S. Jefferson Greenway, Authorized Signatory

Name - Authorized Officer of Prime Consultant/Contractor Firm (Print/Type)

S. Jefferson Greenway
Signature - Authorized Officer of Prime Consultant/Contractor Firm

11/4/2021

Date

SECTION 6: EQUAL BUSINESS OPPORTUNITY PROGRAM

N/A - Respondent is not a UBE

LETTER OF INTENT TO PERFORM AS A SUBCONSULTANT

The undersigned intends to perform work in connection with the above project as a UBE:

☐ Minority (African American, American Indian, Asian or Hispanic) ☐ Woman

The UBE status of the undersigned is certified if identified as HUB certified by the N.C. Department of Administration HUB Office, minority or women certified by the N.C. Department of Transportation and 8(a) certified by the U.S. Small Business Administration.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>

The consultant will subcontract _____% of the dollar value of this contract to UBE subconsultant.

The undersigned will enter into a formal agreement in the amount of \$_____ for the above work with you, conditioned upon your execution of a contract with the City of Durham.

Name : _____ Title: _____

Company : _____ Telephone: _____

Address: _____

Signature _____

N/A - No Change Request at this Time

REQUEST TO CHANGE UBE PARTICIPATION

Project: _____

Name of bidder or consultant: _____

Name and title of representative of bidder or consultant: _____

Address: _____ Zip Code: _____

Telephone No: _____ Fax Number: _____

Email address: _____

Total amount of original contract, before any change orders or amendments: _____

Total amount of the contract, including all approved change orders and amendments to date, but not counting the changes proposed in this form:

Dollar amount of changes proposed in this form: _____

The proposed change (*check one*): ☐ **increases** ☐ **decreases** the dollar amount of the bidder's/consultant's contract with the City.

Does the proposed change decrease the UBE participation? (*check one*): ☐ **yes** ☐ **no**

If the answer is **yes**, complete the following:

BOX A. For the subcontract proposed to be changed (increased, reduced, or eliminated): Name of subconsultant _____

Goods and services to be provided before the proposed change: _____

Is it proposed to eliminate this subcontract? ☐ **yes** ☐ **no**

If the subcontract is to be increased or reduced, describe the nature of the change (*such as adding \$5,000 in environmental work and deleting \$7,000 in architectural*):

Dollar amount of this subcontract before this proposed change: _____

Dollar amount of this subcontract after this proposed change: _____

SECTION 6: EQUAL BUSINESS OPPORTUNITY PROGRAM

This subcontractor is (check one):

- ☐ 1. Minority-Owned UBE
- ☐ 2. Woman-Owned UBE
- ☐ 3. Not a UBE

BOX B. Proposed subcontracts other than the subcontract described in Box A above (continued)

Name of sub-consultant for the new work: _____

Goods and Services to be provided by this proposed subcontract: _____

Dollar amount proposed of this proposed subcontract. This sub-consultant is:

- ☐ 1. Minority-Owned UBE
- ☐ 2. Woman-Owned UBE
- ☐ 3. Not a UBE

Add additional sheets as necessary.

**N/A - Goals Outlined Currently
Met**

UBE GOALS NOT HAVING BEEN MET

The following information must be presented by the consultant concerning good faith efforts taken.

It is the responsibility of consultants to make good faith efforts. Any act or omission by the City shall not relieve them of this responsibility. For future efforts, it shall be comprised of such efforts which are proposed to allow equitable participation of socially and economically disadvantaged employees and sub-consultants/subcontractors. The City Manager shall apply the following criteria, with due consideration of the quality, quantity, intensity and timeliness of efforts of consultants/contractors, in determining good faith efforts to engage UBEs along with other criteria that the City Manager deems proper:

Name of Bidder: _____

If you find it helpful, feel free to attach pages to explain your answers. How many pages is your firm attaching to this questionnaire? _____ questionnaire.)

(Don't count the 2 pages of this)

If a yes or no answer is not appropriate, please explain the facts. All of the answers to these questions relate only to the time before your firm submitted its bid or proposal to the City. In other words, actions that your firm took after it submitted the bid or proposal to the City cannot be mentioned or used in any answers.

1. SOLICITING UBEs.

- (a) Did your firm solicit, through all reasonable and available means, the interest of all UBEs in the list provided by the City in the scope of work of the contract? ☐ **yes** ☐ **no**

In such soliciting, did your firm advertise? ☐ **yes** ☐ **no**

Are you attaching copies to this questionnaire, indicating the dates and names of newspaper or other publication for each ad if that information is not already on the ads? ☐ **yes** ☐ **no**

- (b) In such soliciting, did your firm send written (including electronic) notices or letters? Are you attaching one or more sample notices or letters? ☐ **yes** ☐ **no**

- (c) Did your firm attend the pre.bid conference? ☐ **yes** ☐ **no**

- (d) Did your firm provide interested UBEs with timely, adequate information about the plans, specifications, and requirements of the contract? ☐ **yes** ☐ **no**

- (e) Did your firm follow up with UBEs that showed interest? ☐ **yes** ☐ **no**

- (f) With reference to the UBEs that your firm notified of the type of work to be subcontracted, did your firm tell them:

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- (i) the specific work your firm was considering for subcontracting? ☐ **yes** ☐ **no**
- (ii) that their interest in the contract is being solicited? ☐ **yes** ☐ **no**
- (iii) how to obtain and inspect the applicable plans and specifications and descriptions of items to be purchased? ☐ **yes** ☐ **no**

2. BREAKING DOWN THE WORK.

(a) Did your firm select portions of the work to be performed by UBEs in order to increase the likelihood that the goals would be reached? ☐ **yes** ☐ **no**

(b) If **yes**, please describe the portions selected. **ANSWER:**

3. NEGOTIATION. In your answers to 3, you may omit information regarding UBEs for which you are providing a Letter of Intent.

(a) What are the names, addresses, and telephone numbers of UBEs that you contacted?

ANSWER:

(b) Describe the information that you provided to the UBEs regarding the plans and specifications for the work selected for potential subcontracting. **ANSWER:**

(c) Why could your firm not reach agreements with the UBEs that your firm made contact with? Be specific. **ANSWER:**

4. ASSISTANCE TO UBEs ON BONDING, CREDIT, AND INSURANCE.

(a) Did your firm or the City require any subcontractors to have bonds, lines of credit, or insurance? ☐ **yes** ☐ **no** (Note: In most projects, the City has no such requirement for *subcontractors*.)

(b) If the answer to (a) is **yes**, did your firm make efforts to assist UBEs to obtain bonds, lines of credit, or insurance? ☐ **yes** ☐ **no**

If **yes**, describe your firm's efforts. **ANSWER:**

(c) Did your firm provide alternatives to bonding or insurance for potential subcontractors?

☐ **yes** ☐ **no** If **yes**, describe. **ANSWER:**

5. GOODS AND SERVICES. What efforts did your firm make to help interested UBEs to obtain goods or services relevant to the proposed subcontracting work? **ANSWER:**

6. USING OTHER SERVICES.

(a) Did your firm use the services of the City to help solicit UBEs for the work? ☐ **yes** ☐ **no**

Please explain. **ANSWER:**

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- (b) Did your firm use the services of available minority/women community organizations, minority and women contractors' groups, government-sponsored minority/business assistance agencies, and other appropriate organizations to help solicit UBEs for the work? ☐ **yes** ☐ **no** Please explain.

ANSWER:

XI. APPENDIX: CONTRACTOR WORKFORCE DIVERSITY QUESTIONNAIRE

A diverse workforce refers to the similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation. A diverse workforce results in greater productivity, engagement and innovation among the employees of a business. The workforce of the City of Durham is diverse and directly benefits from diversity in hiring practices of the contractors that do business in the City of Durham. The City of Durham is committed to the promotion of a diverse workforce within its own workforce and the workforce of contractors that perform work for, or deliver goods or services to, the City.

The information requested in this questionnaire is intended to encourage the candidate, which is defined as the person, firm or corporation interested in contracting with the City, to engage in diverse workforce hiring practices as in the best interest of the City and the greater Durham community. The following questions focus on your efforts to recruit and maintain a diverse workforce and to provide your business with resources and recommendations on how to create and maintain a diverse workforce.

1. Do the management and professional positions within your business include women and minorities?

 X Yes No

If yes, please provide number(s) and positions:

Number of Women 50
 Position title: Executive/senior level officials and managers,
first/mid-level officials and managers, and
professionals

Number of Minorities 50
 Position title: Executive/senior level officials and managers,
first mid-level officials and managers, and
professionals

2. Please respond to the following efforts you make to create and maintain a more diverse workforce:

- (a) When you recruit for employees, do you only recruit by word-of-mouth?

 Yes X No

[Note: Reliance on word-of-mouth recruiting alone is unlikely to result in a diverse workforce.]

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(b) Do you focus any recruitment efforts in the local Durham area?

_____ Yes X No

If, yes, please provide examples how you focus recruitment to the local Durham area:

(c) Do you utilize any women/minority-focused LinkedIn groups and/or other professional or non-professional women/minority groups?

 X Yes _____ No

If, yes, please provide examples: CREW

(d) Do you regularly recruit from HBCUs (Historically Black Colleges and Universities) and/or other minority-focused colleges and universities?

_____ Yes X No

If, yes, please provide names of the schools: _____

(e) Do you attend minority-focused career fairs?

_____ Yes X No

If, yes, please provide names of examples: _____

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(f) Do you participate in Durham youth internship programs?

_____ Yes X No

If, yes, please provide names of examples: _____

3. Please list the efforts your company makes to promote or create a more diverse workforce that may not be listed above under question No. 2.

Annual diversity & inclusion training

4. Do you believe your business, including all employees, has a diverse workforce?

 X Yes _____ No

Enter the total number of employees that work for your business 155.

Please provide the reasons why you believe **you have**, or **do not have**, a diverse workforce:

100 of our 155 employees are diverse and we strive to include diverse candidate

slates for all open positions

5. How would you characterize the nature of the majority of your workforce:

(a) Professional and skilled (includes technicians and clerical) workers:

_____ Yes X No

(b) Mostly unskilled workers and laborers:

_____ Yes X No

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(c) Mix of professional, skilled and unskilled workers and labors:

 X Yes No

6. To assist the City in determining the effectiveness of your diverse workforce hiring practices, please complete the following Employee Breakdown Table(s) to show your current employee diversity breakdown:

[Instructions: Complete Part A for the primary location where the goods and services that are the subject of the bid/proposal are to be made or provided. If the parent company or other locations of the business are providing any substantial portion of the goods or services, then the business must also complete Part B, for the consolidated company.]

Part A – Employee Diversity Breakdown Table for Primary Location

Employment Category	Total Employees	Total Males	Total Females	M-----a-----l-----e-----s					F-----e-----m-----a-----l-----e-----s				
				White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger													
Professional	66	28	19	18	6	2	2	0	10	6	1	2	0
Labor	10	10	0	6	3	0	1	0	0	0	0	0	0
Clerical													
Totals													

Part B – Employee Diversity Breakdown for the Consolidated Company

N/A

Employment Category	Total Employees	Total Males	Total Females	M-----a-----l-----e-----s					F-----e-----m-----a-----l-----e-----s				
				White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger													
Professional													
Labor													
Clerical													
Totals													

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Resources –The City of Durham advertises job postings to a variety of sources in its own pursuit of a diverse workforce. The following resources are sources used by the City of Durham and others and are being provided to assist you in your recruitment of a more diverse workforce.

Category	Organization	Website
Professionals	American Women's Society of Certified Public Accountants	www.awscpa.org
Professionals	Accounting & Financial Women's Alliance	www.afwa.org
Professional/Technical	Society of Women Engineers	www.societyofwomenengineers.org
Professionals	American Business Women's Assoc.	www.abwa.org
Professionals	Association for Women in Science	www.awis.org
Professionals	Women in Engineering	www.womeng.org
Professionals	Women in Technology	www.womenintechnology.org
Professionals	Women in I.T	www.womeninit.org
Professionals	URISA	www.urisa.org
Professionals	Women in GIS	www.womeningis.org
Professionals	Supporting Women in Geography & GIS	www.swiggis-austin.org
Professionals	Women's Transportation Seminar	www.wtsinternational.org
Professionals	Society of Asian Scientists and Engineers	https://www.saseconnect.org/

Professionals	National Organization of Minority Architects	https://www.noma.net/professional/north-carolina
Professionals	North Carolina Society of Hispanic Professionals	https://www.thencshp.org
Professionals	Association of Asian American Architects & Engineers	https://www.aaesc.org
Professionals	Minority Professionals Network	http://www.minorityprofessionalnetwork.com
Gen. Construction	National Association of Black Women in Construction	https://nabwic.org
Chamber of Commerce	Carolinas Asian American Chamber of Commerce	https://caacc.com
Skilled Craft	Hispanic Arborist Assoc.	www.hispanicarboristassociation.com
Skilled Craft	Electrical Workers Minority Caucus	www.ibew-ewmc.org
Skilled Craft	Women in Manufacturing	www.womeninmanufacturing.org

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Skilled Craft	Rainbow PUSH Automotive Project	www.automotiveproject.org
Skilled Craft	Women in Automotive	www.womeminautomotive.org
Service/Maintenance	Conf. of Minority Transportation Officials	www.comto.org
Service/Maintenance	Coalition of Labor Union Women	www.cluw.org
Service/Maintenance	National Assoc. of Women in Construction	www.nawic.org
Protect and Serve	National Assoc. of Latino Firefighters	www.nahf.org
Protect and Serve	Int. Assoc. of Black Firefighters	www.iabpf.org
Protect and Serve	Int. Assoc. of Women in Fire & Emergency Services	www.i-women.org
Protect and Serve	National Assoc. of Women Law Enforcement Officers	www.nawlee.org
Protect and Serve	National Latino Law Enforcement Org.	www.nlleo.com
Protect and Serve	National Coalition of Latino Officers	www.latino-officers.org
Protect and Serve	Asian American Law Enforcement Assoc.	www.asianamericanlawenforemenassociation.org